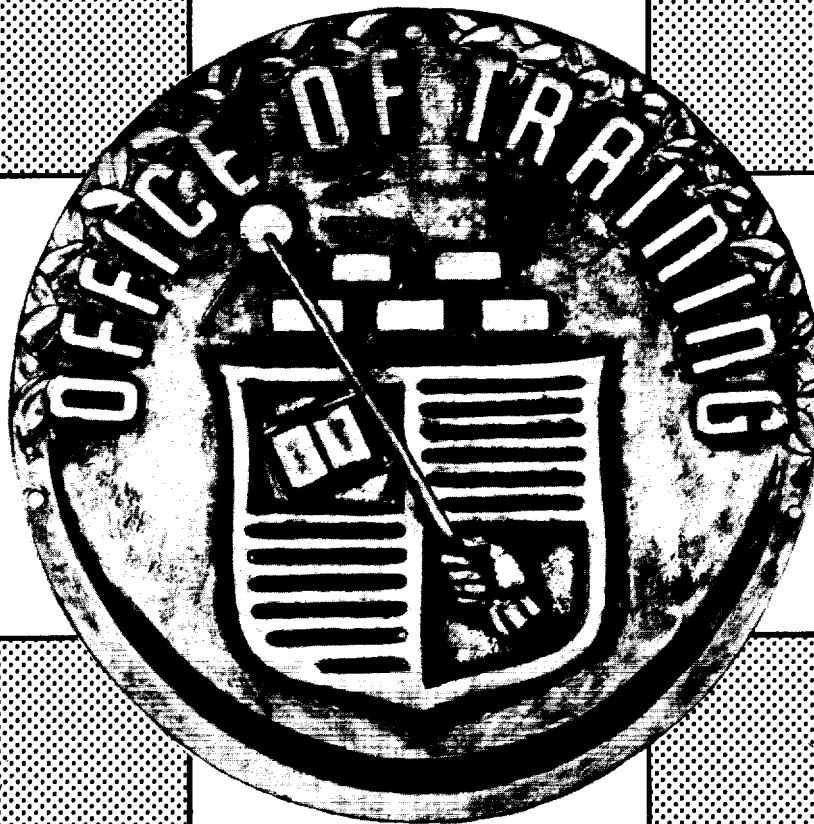


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# OTR BULLETIN

MAY 1966

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# **OTR BULLETIN**

**May 1966**

SECRET  
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An award of the Distinguished Intelligence Medal for a job well done, page iv.

The Language Training School's schedule for testing Agency employees in languages in which they have claimed some degree of proficiency is on page 3.

OTR courses scheduled to begin in May, June, July, and August are listed beginning on page 4.

The purpose and function of the Instructional Systems Study Group are outlined on page 12.

The curriculum of the Executive Seminar Centers is described beginning on page 14.

The Army's Foreign Area Specialist Training Program is sketched on page 19.

A revised list of courses or programs requiring Training Selection Board action appears on pages 26 and 27.

Directories of the Office of Training and Agency Training Officers are published on pages 31, 32, and 33.

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THE DISTINGUISHED INTELLIGENCE MEDAL

IS AWARDED

TO

MATTHEW BAIRD

The Distinguished Intelligence Medal, the Agency's highest award for civilian service, was awarded to Mr. Matthew Baird on 5 April 1966. The awarding of the Distinguished Intelligence Medal was not only a high personal tribute to the man who developed the Office of Training and directed its activities over a 15-year period, but it was also a clear indication of the importance that the Director of Central Intelligence attaches to the Agency's training mission.

The award ceremony was held in the U. S. Intelligence Board Conference Room. Mr. Raborn's presentation was made before an audience composed of the senior officers of the Agency and many of those people who have worked closely with and for Mr. Baird over a long period of years.

Preceding the reading of the formal citation, Mr. Raborn spoke informally, pointing out that the greatest possible reward for a successful career is the personal satisfaction that one derives from a job well done. This, Mr. Raborn said, Matt Baird should have in abundance.

Following the presentation of the Distinguished Intelligence Medal to Mr. Baird, the Director presented the Intelligence Star to a former Junior Officer Trainee for outstanding performance under enemy fire. After commenting informally on the young man's heroic action, Mr. Raborn turned to him and said, "To have accomplished this outstanding act under enemy fire you must have had extensive military training." The ex-JOT replied, "No sir, the only training I have had after college was under Mr. Baird in OTR." At this point the Director turned to Mr. Baird and said, "Matt, your chickens have come home to roost."

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# BULLETIN BOARD

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## SUPPORT SCHOOL

[REDACTED] formerly chief of the Plans and Policy Staff, OTR, has been named chief of OTR's new Support School. He is located in Room 632, 1000 Glebe Road. His new telephone extension is 3567.

## COURSE QUOTAS

Training Officers should give exceptionally long-range attention to applications for the Operations Familiarization course. Despite its popularity, a maximum of 60 participants must be imposed on each running.

## OTR SCHEDULE CHANGES

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[REDACTED]

Information Reports Familiarization, scheduled for 9 - 13 May, has been canceled.

## CAREER EDUCATION AWARD WINNERS

Two Agency representatives are among the sixty career education award winners named by the National Institute of Public Affairs for the 1966-67

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## PARKING AT MAGAZINE BUILDING

[REDACTED]

Parking space for students is not available at the Magazine Building. The meager street parking in the area is supplemented by several privately operated parking lots. There is shuttle service to the Rosslyn area on the Headquarters circuit and there is also public transportation.

**TRAINING FILMS** Included in recent productions by the OTR Film Unit is a series of four training films covering the organization and functions of the DDI. Part I, which is unclassified, deals solely with organization. The other three parts, all classified, trace the handling of a requirement from the time it is levied on DDI through completion of a National Intelligence Estimate. The entire series or any part could serve for briefing or orientation purposes. Viewing arrangements may be made with the film unit, a part of the OTR Instructional Services Branch, by calling extension 2034.

**NATIONAL INTERDEPARTMENTAL SEMINARS** The next session (26th) of the National Interdepartmental Seminar will be 11 July - 5 August. The subsequent schedule will be:

1966      12 September - 7 October  
          21 November - 16 December

1967      23 January - 17 February  
          13 March - 7 April  
          1 - 26 May

Note: OTR's [REDACTED] course is scheduled to fit into the NIS calendar.

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**OFF-CAMPUS PROGRAM** Both George Washington University and American University have announced general tuition increases effective the Fall term in 1966. This includes an increase of \$10 a credit hour in each university's Off-Campus Program; each course will now cost \$120. Plans for the Agency's Fall Off-Campus Program are going ahead. Special emphasis will be on geography, history, political science, and international affairs, which will meet some of the Agency's requirements for area studies. An OTR Special Bulletin will be published shortly listing details on the specific courses to be offered. Suggestions on courses desired will be welcomed by the Registrar Staff, OTR, extension 2896.

LANGUAGE TESTS The following is the Language Training School's schedule of foreign language proficiency tests covering the period through 1 July 1966. Other schedules will be published as they become available in OTR. Employees who have claimed (that is submitted a self-evaluation) some degree of proficiency (since 1957) are required to be tested by the end of 1966. Those who have been Agency tested will be retested at a future date. Registering for a test is done through Training Officers.

Arabic	May 27; Jun 30
Chinese	Jun 15
Czech	Jun 3
Danish	May 17; Jun 29
French	May 17, 18, 19, 20 Jun 21, 22, 23, 24, 28, 29, 30 Jul 1
German	May 18, 20, 25, 27 Jun 1, 3, 8, 10, 15, 17, 22, 24, 29 Jul 1
Greek	Jun 16
Indonesian	Jun 3
Italian	May 19; Jun 9, 17
Japanese	Jun 2
Persian	May 24
Polish	Jun 1
Portuguese	Jun 7
Russian	May 24, 26 Jun 2, 8, 14, 28
Serbo-Croatian	Jun 1
Spanish	May 17, 18, 19, 20, 24, 25, 26, 27 Jun 7, 8, 9, 10, 21, 22, 23, 24
Swedish	Jun 16
Vietnamese	Jun 14

All other languages upon request.

CLERICAL TRAINING AND TESTING OTR's refresher courses in typewriting and in shorthand will be given 31 May (Tuesday) through 24 June. Before an employee takes either or both typing and shorthand he is required to take the pretest, results of which are used by the instructor to determine the class assignment. For the above courses, pretests are scheduled on Wednesday, 25 May, for typing and on Thursday, 26 May, for shorthand.

# OTR CALENDAR

MAY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

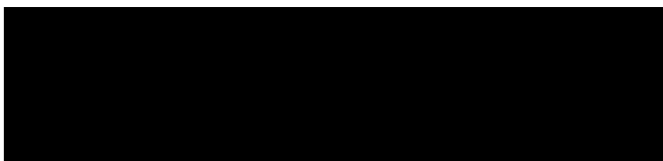
	China Familiarization		2 - 6 May
	CIA Review		10 May
25X1A	[REDACTED]		2 - 20 May
			16 - 20 May
			23 - 27 May
	Clerical Refresher	(Tues)	31 May - 24 June
25X1A	[REDACTED]		9 - 27 May
	Finance & Logistics: Small Stations	(Tues)	31 May - 17 June
25X1A	[REDACTED]		16 - 20 May
	Intelligence Research Techniques		9 May - 3 June
	Introduction to Communism		16 - 27 May
	Managerial Grid Seminar		2 - 6 May
	Midcareer Executive Development	(Sun)	15 May - 24 June
	Orientation for Overseas		3 - 4 May
	Senior Management Seminar		8 - 13 May
	Supervision		23 - 27 May
25X1A	[REDACTED]	(Tues)	31 May - (Mon) 6 June
	Writing Workshop: Basic		17 May - 9 June
	Writing Workshop: Intermediate		16 May - 8 June

JUNE						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Administrative Procedures  
CIA Review

20 June - 1 July  
14 June

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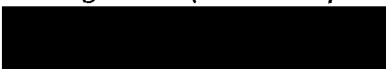


1 - 2 June  
6 - 17 June  
7 - 24 June  
20 June - 1 July  
6 - 24 June

Management (GS 11 - 14)

6 - 10 June  
13 June - 1 July  
6 June - 15 July  
7 - 8 June

25X1A



Orientation for Overseas

JULY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Introduction to Intelligence  
 (for CTs) 11 - 22 Jul

Intelligence Techniques  
 (for CTs) 25 Jul - 12 Aug

International Communism  
 (for CTs) 15 Aug - 9 Sep  
 [REDACTED] - 26 Aug  
 [REDACTED] - 2 Dec

25X1A

AUGUST						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (2 wks - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, general administrative regulations, and procedures of the Agency. Emphasis is on the Clandestine Services.

25X1A

China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers salient facts in the Agency's recent development. Includes the security reindoctrination lecture.

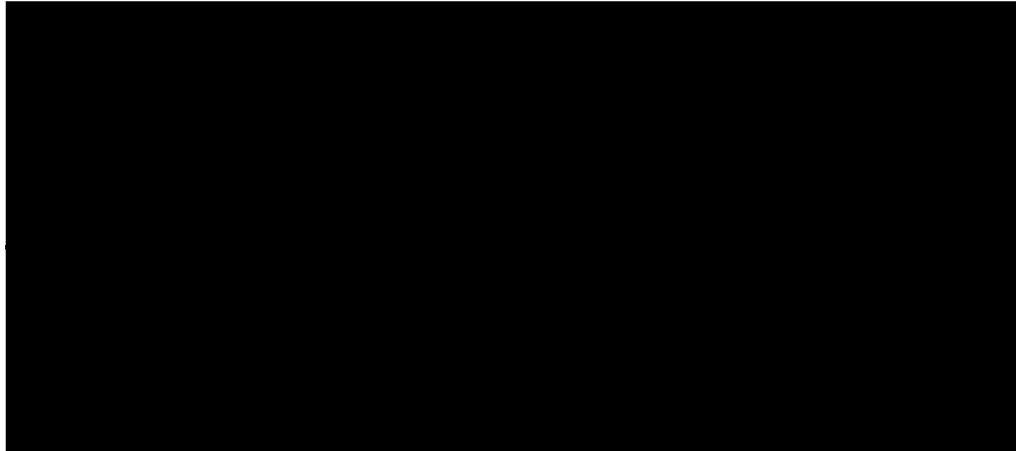
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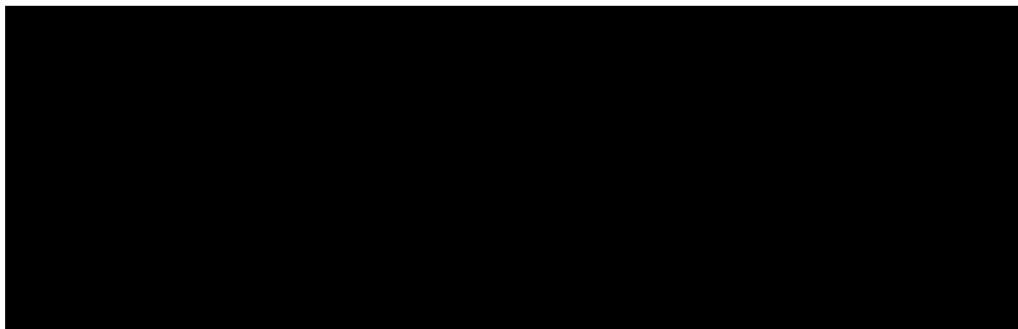
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**Finance & Logistics: Small Stations (3 wks - all day)**

For administrative assistants and support officers required to maintain budgetary, financial, and property records at a Class B or Type II Station. Emphasis is on all facets of financial responsibilities.

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**Intelligence Review (2 wks - all day)**

For middle-grade and senior officers. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

**Introduction to Communism (2 wks - all day)**

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.

Management (1 wk - all day) (starts Sunday afternoon)

For officers in Grades GS 11 through GS 14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

Managerial Grid Seminar (1 wk - all day)

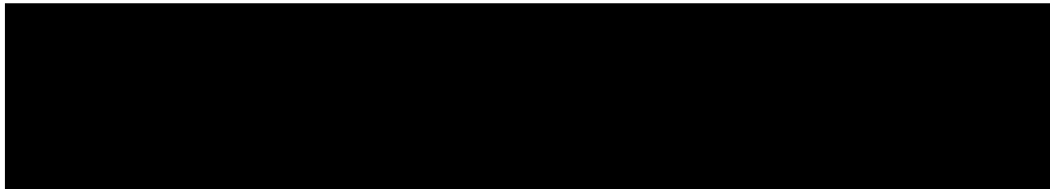
For selected middle level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors are already acquainted with the grid.

Midcareer Executive Development (6 wks - full time - 240 hrs)

For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its national and international setting, and problems of management.

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Orientation for Overseas (2 days - all day)

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

Project USEFUL (2 wks - all day)

For U. S. military officers (field grade and above) and civilians in the military (GS 13 and above). Covers functions and capabilities of the Agency to support the military and the support the Agency requires of the military.

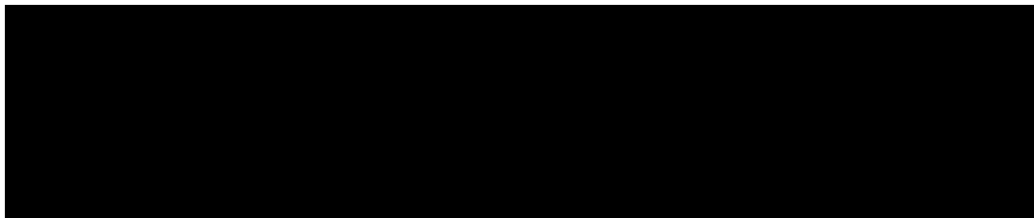
Senior Management Seminar (5 days - full time - student reports Sunday p.m.)

For GS 15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

For employees in Grades GS 5 through GS 10 who are responsible for supervision at the first level. Covers problems in planning and directing the work of others. Includes factors in motivation and communication.

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Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

Writing Workshop (Intermediate) (4 wks - part time - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

## INSTRUCTIONAL SYSTEMS STUDY GROUP

An Instructional Systems Study Group (ISSG) made up, among others, of representatives from the Office of Training and the Office of Research and Development has been established to conduct a survey of new learning systems (particularly, but not confined to, programed learning), to evaluate methods used, and to recommend the extent to which they should be applied to the training requirements of the Agency.

Mr. Matthew Baird, who retired as the Director of Training in December 1965, has been appointed as a Special Advisor to the DDS to coordinate this study.

In 1958 the Office of Training, along with other Government and private organizations, began developing the system of instructional techniques known as programed instruction. Programs were developed or purchased for use within the Agency, but the impetus for continued research and experimentation suffered from budget and ceiling cuts thereafter. The "state of the art," however, has developed in the past eight years to the point where the Agency must re-examine the potential of programed learning to meet the ever increasing training requirements which have already saturated its ability to meet them through conventional methods of instruction. It is the purpose of this Study Group to determine what, if any, additional use the Agency might make of programed learning.

In programed learning the student works at his own speed, using material which requires him to study the information presented and then react to it before receiving more information. Programed instruction proceeds in small, logical steps, requires an active response at each step, and gives immediate knowledge of results.

At first it was believed that programed learning was suitable for teaching only factual material, but it is now being used to teach concepts as well. Teaching machines were widely used when programed learning was first started. Studies since then have shown that the machines do not add materially to the learning when compared with a book-type presentation. Machines such as tape recorders are used, however, in

teaching foreign languages by programmed methods, and electronic computers are also being used in some programmed courses, and undoubtedly will play an increasingly important role.


Programed learning frequently reduces the time required to learn a subject, up-grades final performance, and increases the consistency of course quality. It can save time for the instructor and also increase the size of classes. Programed learning does not eliminate the need for an instructor, but frees him to supplement the program with instruction which cannot be programed.

There are three ways to obtain programs: (1) purchase published "off-the-shelf" programs; (2) have a consulting firm develop programs; and (3) develop a program "in-house" using employees of the organization who have been trained to write programs.

The Study Group is presently evaluating "off-the-shelf" programs which appear to have Agency relevance and will shortly enter into contractual arrangements with one or more outside consulting firms who will be expected to develop programs and provide guidance in the development of an internal, Agency capability. The Coordinator has an office at the Glebe Road Building, where there are copies of some programs and a collection of books and articles about programed learning. He will welcome queries addressed to:

Mr. Matthew Baird, Coordinator  
Instructional Systems Study Group

or

  
Administrative Assistant, ISSG

Room 514, 1000 Glebe  
Extension 2244

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## EXECUTIVE SEMINAR CENTERS

A new Executive Seminar Center will open in September 1966 at Berkeley, California. This will increase to 1,188 the annual capacity for participants in executive seminars, the previous capacity having been 612 when Kings Point, New York, was the single Center. The Executive Seminar Centers can now more effectively serve the education and training needs of the governmental career service, and more rapidly augment the total of 1,600 Federal agency employees who will have completed one or more courses by July 1966.

Each center will offer essentially the same curriculum after the first year of their dual operation. No fast rule can be made in helping agencies decide whether employees should be sent to Berkeley or Kings Point, but, generally, persons in the West should go to Berkeley and those in the East to Kings Point.

The curriculum seeks to provide an understanding of significant, continuing government responsibilities and operations valuable to a career executive in any agency or function. The Centers therefore conduct an integrated curriculum which can be taken through a series of conceptually related short courses over a period of years. The program is designed to bridge the gap between scattered interagency courses now available and the kinds of subjects and learning experiences which could be embraced within a "staff college" format.

The 10 courses offered at the Centers were designed on the premise that Federal executives who will attend have already demonstrated competence in their fields of specialty. Each two-week seminar provides the opportunity for 36 experienced Federal officials to gain a deeper awareness of the problems, policies, and goals of the Federal government in an area of major concern. Discussion and project sessions are planned as an integral part of the seminars to focus ideas and issues raised during lecture periods and from assigned readings. Any order may be followed in taking courses, but it would be preferable for a first-time participant to take "Administration of Public Policy" or "Environment of Federal Operations" before others.

Participant balance with regard to organization role, insuring a mixture of line managers, staff managers, special assistants to top

executives, as well as scientific, engineering, and professional people is highly desired. The program, therefore, is aimed primarily at persons in grades GS-14 and GS-15, though selected persons at GS-13 and career executives at GS-16 and above are eligible for attendance. Those attending are given the opportunity to rework past experiences into a more meaningful pattern; to reformulate personal values; and to interpret their role as career executives in the light of a broad exposure to a range of problems and issues facing Federal administrators. No age restrictions are imposed upon attendance at an Executive Seminar, but it is expected that employees whose future length of service casts doubt on the return that may be expected for funds expected should not be sent.

#### COURSE OUTLINES AND SELECTION GUIDES

##### Administration of Public Policy

The career administrator's role in carrying out public policy is the main focus of this course. Topical approaches are: The Formulation of Public Policy; the Administrative Process; the Formulation of Policy and the Administrative Process at Agency Level; the Implementation of Policy; and the Career Executive and the Administration of Public Policy. The subject matter of this course is applicable to any executive.

##### The Environment of Federal Operations

This seminar explores how economic conditions, social needs, and international problems give rise to responsible public programs. Topical approaches are: The Constitutional and Political System; the Political System; Public Policy and Public Programs; and the Career Executive and the National Interest. This course is applicable for all executives.

##### The National Economy and the Federal Executive

This seminar deals with the theory and substance of government involvement in various areas of economic life. National responsibility for full employment, and for pay and conditions of work; the effects of government spending, tax structure and financial policy; regulation of business, finance, and industry; tariffs and subsidies for business and agriculture and similar forms of economic stimuli; government versus private operations--these and similar topics are treated to show the extent of Federal involvement in economic activities and the interrelationships between private and public economic decisions and activities. Topical presentation will be closely related to current develop-

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ments in Federal policies and programs. This course is intended for those with little or no background in economics who find an understanding of economic principles and practices useful for their general requirements, and for midcareerists in the economic field who feel a need for a "refresher" experience.

#### Social Programs and Economic Opportunities

This seminar explores relationships among diverse social and economic needs in American society which come to be reflected in programs, policies, and administrative actions of government. Topical approaches are: The Dynamics of American Society; Contemporary Life, Values, and Social Organization; Federal Programs and Policies, the Process of Social Change; Social Problems and Programs in an Urban Center; and New Problems and the Future of Social Programs in the United States. This seminar is designed particularly for those whose assignments are oriented toward the principal socioeconomic programs of government.

#### International Affairs and Federal Operations

The purpose of this seminar is to acquaint the participant with basic concepts associated with the development of American foreign policy, the conduct of foreign affairs, and the international pressures which influence domestic policymakers. Topical approaches are: The Nature of International Relations and the Development of American Diplomacy; the Conduct of Foreign Affairs; Domestic and International Factors Effecting Foreign Policy Operations; American Foreign Policy Today; Problems of Strategy, Perspective Formulation, and Implementation; the Future of American Foreign Policy. This seminar is intended for persons who require broad understanding of the administration and conduct of foreign affairs, and also people assigned work in basically domestic agencies with increasing overseas programs.

#### Effects of Technological Development

This seminar deals with the rapidly growing role of the Federal government in scientific undertakings and the effect of technological change on national goals and objectives. Topical approaches are: The Environment of Science; Research and Development in National Perspective; Research and Development and the Federal Establishment; Science and Government Issues, Problems and Programs; and a Glimpse of the Future. This seminar is intended for all career executives but has special relevancy for those who require an understanding of the processes of technological change and of approaches to research and development policies and their administration.

### Administration of National Security Policy

This seminar is designed to explore the complex problems involved in the administration of national security policy. Topical approaches are: American National Security Policy: Development and Concept; the Administration and Management of National Security: Roles of Defense and Non-Defense Agencies; Resources for Security: The Non-Defense Agencies and National Requirements; Contemporary National Security Policy; and the American National Interest--Policy and Administrative Projections. The program content is applicable to the needs and interests of all executives, but is especially appropriate for those needing an understanding of any or all phases of national security affairs.

### Intergovernmental Programs and Problems

Emphasis is given to current relationships between national and state authorities in matters such as civil rights, Federal judicial review over state legislation, and constitutional interpretations of the relative jurisdiction of state authority and federal authority. Certain Federal programs with broad national impact will be discussed against the backdrop of actual executive and agency needs. Case studies will include sectors such as health and public welfare, education, labor, economic opportunity, agriculture, defense dislocation, taxation, transportation, housing, and urban renewal. The seminar is meant for officers with responsibility for work involving state and local government who serve local, regional, and national administrative levels.

### Skills and Goals of Management

This seminar is designed to give career managers an understanding of their role as managers, the organizational environment in which they work, and the scientific tools at their disposal. Attention is given to the functions and techniques of management; the qualities of an effective leader; developments in behavioral research as they affect the manager's job; and the theory and practice of organization and reorganization, especially the problems created by growth in an organization. The program also deals with automatic data processing and operations research as managerial tools. It deals with general management issues from the perspective of the midcareerist.

### Federal Program Management

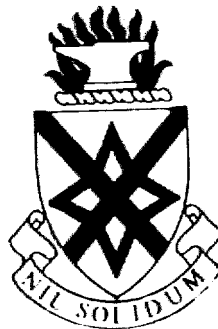
This seminar offers a pragmatic examination of Federal policies and interagency management practices applicable to agency and in-

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teragency administration of public programs. It offers a perspective of senior agency management techniques dealing with extra - agency forces in the public sector, in the Congress, and within the Executive Branch itself. The course also examines the broad operation principles and practices which guide traditional and recent relationships among various branches of the government. Participants are called upon to produce an analysis of their own particular management needs in the agency environment. This seminar should be of interest to every career executive.

#### CIA PARTICIPATION AND NOMINATIONS

The Agency has been a regular participant in the Executive Seminar Program since the establishment of the Kings Point Center. Selection for courses, however, requires action by the Agency's Training Selection Board. Candidates are selected from among nominees not only on the basis of their comparative performance and need for the course, but also on the basis of their apparent ability to represent the Agency.



## **U.S. ARMY**

# **FOREIGN AREA SPECIALIST TRAINING**

The Foreign Area Specialist Training Program (FAST) of the U.S. Army is a three-year program of language and area study and of foreign travel. It is administered largely by the Deputy Chief of Staff for Personnel and the Assistant Chief of Staff for Intelligence. Students are chiefly Army officers, but participation is open to other government agencies. CIA personnel have participated.

FAST is divided into three equal phases: Language study, normally a year of full-time instruction at a Defense Language Institute facility; area study, a full year of graduate study, equivalent to that leading to a Master's degree, at one of 30 selected American and foreign universities; and a year of foreign residence, travel, and study in the country of specialization and its environs. During the year of travel, the student is expected to have his family with him and to live on the economy; he is encouraged to attend classes at foreign universities, pursue research projects for training purposes, travel extensively, associate intimately with the local population, and utilize the services and programs of the host government as much as possible.

At present, FAST covers 17 areas of the world, some as countries, others as regions. Countries included are Argentina, Brazil, Colombia, and Costa Rica in Latin America; Taiwan, Thailand, and Vietnam in the Far East; Lebanon, Turkey, Iran, India, and Pakistan in the Middle East; Ghana, Sierra Leone, Senegal, Uganda, Republic of South Africa, and Rhodesia in Africa; and W. Germany (Russian) and Greece for Eastern Europe.

The Army uses the following as selection criteria for FAST: Volunteers in grade Lieutenant through Major; not less than three nor more than 12 years of service; not over 37 years of age; above-average service; education appropriate to grade and branch for officers and a bachelor's degree and eligibility for graduate school for civilians; a minimum score of 22 on the Army language aptitude test; and native U. S. citizenship for applicant and wife, sound character, no foreign economic interests or holdings, and no family members residing in a country whose basic or national interests are opposed to the United States.

Additional information about the program may be obtained by calling the Registrar's Office, extension 2365.

# NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to professional development of Agency employees. Attendance may be self-sponsored, or, in some instances, it may be sponsored by the Agency. In either case, the Training Officer is to be consulted.

## Enrollment under self-sponsorship

According to [REDACTED] an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the address and name of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

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## Enrollment under Agency-sponsorship

A Form 136, "Training at Non-CIA Facilities," is sent to the Registrar's office, External Training Branch, by the Training Officer, who is responsible for ensuring that all Agency requirements are met. For overt employees, the completed form is sent directly to ETB. For nonovert types the form is sent first to the CCS/DDP. ETB sends a copy of the form to the Office of Security for approval.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension 2896. For information on registration, call ETB/RS/TR, extension 3137.

## INTERAGENCY TRAINING PROGRAMS

### Civil Service Commission

#### EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSIS

1 - 3 June 1966 Room 1349 1900 E Street, N. W.

Participants will learn by practice how a systems analyst handles the design of a computer application for the first step of problem definition through the phases of project scheduling, systems analysis, systems design, program design, program production, development of man/machine interfaces, systems testing, and systems implementation. Prior attendance at an Executive Seminar in ADP or equivalent knowledge, although not absolutely essential, will be helpful.

For executives, GS 15 and above, who want and need to have a fuller understanding of the basic concepts and techniques of digital computer systems analysis. Cost: \$135.

#### A SURVEY OF SCIENTIFIC AND TECHNICAL APPLICATIONS OF ADP

6 - 10 June Auditorium 1900 E Street, N. W.

The primary purpose of this program is to provide current information on scientific and technical application of ADP in order to assist engineers, scientists, and technicians in updating their knowledge. Topics will include: An introduction to the use of analog and digital computers for scientific applications; services that the computer laboratory can provide; ADP applications in space technology, missile control, orbital monitoring, telecommunications, and space exploration; communications, logistics, weapons control applications; operational technical information systems; computer-based air traffic control; medical applications of electronic technology; and research advances in computer technology.

For persons serving in engineering, scientific, and technical fields, and managers of such persons, at or above GS 9. Cost: \$70.

#### ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS

20 - 24 June 1900 E Street, N. W.

This course provides state-of-the-art information about the effects of the latest developments in computer technology. Topics covered include: implications of the newest multiuse computers for the systems analyst; methodology for redesigning, modifying and expanding existing systems; machine compatibility and conversion problems; total systems concepts.

For digital computer systems analysts. Cost: \$150.

Civil Service Commission (cont)

INTRODUCTION TO PERSONNEL MANAGEMENT  
20 - 24 June 1900 E Street, N. W.

This program offers an integrated and systemized introduction to the total personnel function for persons just entering the field. Special emphasis is placed on the interrelationships of the specialty areas and their relationships to the total field of personnel management and total management. Topics include: Defining and analyzing the role and place of personnel management; identifying and discussing the objectives and content of major personnel functional areas and their interrelationships; isolating special skills and knowledge required for success in the field of personnel management; the role of the behavioral sciences in the development of the personnel management field; current trends and developments in the field of personnel management.

For personnel in grades GS 5 through 9 who are beginning careers in the field of personnel management. Cost: \$55.

INSTITUTE IN FINANCIAL MANAGEMENT

The Office of Career Development of the U. S. Civil Service Commission has announced the establishment of an Institute in Financial Management for Research and Development Executives. Officers with responsibilities in testing and evaluation are also expected to be encompassed in the program. A three-day program, it is designed to provide R & D officials with an understanding of the financial process in their unique environment. Specific topics to be covered are the budget process, accounting, auditing, planning, programing, contracting, and contract management--all as related to R & D. The program is designed for line and staff administrators and management officials having responsibility for directing R & D projects and programs. Participants must be serving at the GS 14 level and above. Dates of institute runnings will be announced as they are released.

Foreign Services Institute

AREA AND COUNTRY SEMINARS

The Area and Country Seminars are for government officers who are expected to be assigned to the area or who are otherwise responsible for some aspect of U. S. operations in the area. The purpose of each is to enable such officers to acquire a broad understanding of the political, economic, military, social, and cultural factors which should be taken into account in carrying out their principal responsibilities both in the general area and in the country of assignment. Requests to attend a seminar must be initiated with the Training Officer through a supervisor. Tuition for each three-week course is \$350. FSI will cancel a course for which there is insufficient registration. Starting dates of courses for the last half of 1966 are:

	Jul	Aug	Sep	Oct	Nov	Dec
Atlantic Community	---	22	---	17	---	---
Eastern Europe and USSR	---	22	---	---	14	---
Latin America	25	22	19	17	14	---
Near East and North Africa	25	22	19	17	14	---
Africa, Sub- Sahara	25	22	19	17	14	---
South Asia	25	22	19	17	14	---
Southeast Asia	25	22	19	17	14	---
East Asia	---	22		---	14	---
Vietnam	---	22	---	17	---	---

**INSTITUTE FOR  
SINO-SOVIET STUDIES**

George Washington University's Institute for Sino-Soviet Studies provides an integrated, interdisciplinary program of Russian and Far Eastern area and language studies, with major emphasis on the Soviet Union and Communist China. The Institute itself does not offer an advanced degree but a certificate program. Candidates for advanced degrees, however, through the Institute, may combine Sino-Soviet studies with the work in their own disciplines. Course work is drawn from a variety of fields, and faculty members conduct seminars and reading courses in the disciplines of political science, history, economics, languages, literature, sociology, psychology, geography, and law. Additional general information on the Institute and its course offerings for 1966-67 may be obtained from the Office of the Registrar, OTR, 832 Glebe, extension 2896.

**C EIR SEMINARS**

**INTRODUCTION TO OPERATIONS RESEARCH FOR  
MANAGERS**

23 - 25 May International Inn, Washington, D. C.

A seminar providing a nontechnical introduction to a basic operations research technique, designed for managers who need to learn enough about operations research to understand its potential and see possible areas of application. Linear programming is studied by the case study method to illustrate its use in solving complex problems. Cost: \$195 for first student, \$175 for each additional.

**ADVANCED SYSTEM AND PROGRAM DESIGN**

12 - 15 June International Inn, Washington, D. C.

A seminar on the special problems of applications programming and systems programming beginning with defining the programming process, a study of program design, and concluding with accounts of design aids and documentation. For professional programmers. Cost: \$220 for first student, \$195 for each additional.

SURVEY OF DATA COMMUNICATION

21 - 23 June Executive House Hotel, Washington, D. C.

A seminar providing an orientation to hardware and software considerations important to successful systems design and to data communications concepts and terminology. For data processing personnel preparing for an on-line, real-time, or other system involving data communications. Cost: \$195 for first student, \$175 for each additional.

UCLA  
SUMMER COURSES

The following UCLA courses supplement the listing published in the April Bulletin:

20 Jun - 1 Jul	Liquid Crystals, their Physics, Chemistry, and Uses	\$300
8 - 12 Aug	Ellipsometry for the measurement of thin films and surfaces.	\$225

ADP CURRICULUM AT  
AMERICAN UNIVERSITY

The College of Continuing Education of American University, in cooperation with the Schools of Business Administration and Government and Public Administration, has developed a certificate program in Automatic Data Processing. In addition to courses in mathematics, statistics, and accounting, students must take courses introducing Data Processing, ADP systems, management of ADPS, and systems design. A course in computer programming may be taken as an elective. This program may be adapted to degree programs in either the School of Business Administration or the School of Government and Public Administration, and can be followed through the Off-Campus Program. The Registrar's Office, OTR, extension 2896, has additional information on this program.

## TRAINING SELECTION BOARD

The following are the courses or programs on which action by the Training Selection Board is presently required. The list is subject to change; any such change will be carried in the OTR Bulletin. Nominations for these programs must be made to the Training Selection Board through the regular administrative channels of the Directorate.

Advanced Intelligence Course  
(Defense Intelligence Agency)

Advanced Management Program  
(Harvard University)

Air Command and Staff College  
(Maxwell Air Force Base, Montgomery, Alabama)

Air War College  
(Maxwell Air Force Base, Montgomery, Alabama)

Armed Forces Staff College  
(Norfolk, Virginia)

Army War College  
(Carlisle Barracks, Pennsylvania)

Career Education Awards  
(National Institute of Public Affairs)

Conference for Federal Executives on Business Operations  
(The Brookings Institution)

Defense Systems Analysis Program  
(Institute of Defense Analysis and University of Maryland)

Educational Program for Federal Officials at Midcareer  
(Princeton University Woodrow Wilson Fellowships)

Executive Leadership Institute  
(Civil Service Commission)

Executive Seminar Centers (Civil Service Commission)  
(Kings Point, New York; Berkeley, California)

Federal Executive Fellowships  
(The Brookings Institution)

Fellowship in Congressional Operations  
(Civil Service Commission)

Foreign Affairs Program Management Seminar  
(Foreign Service Institute)

General Administrative Conferences  
(The Brookings Institution)

Imperial Defence College  
(London)

Industrial College of the Armed Forces  
(Ft. McNair, Washington, D. C.)

Management Development Program for Federal Executives  
(U. S. Department of Agriculture)

Middle Management Institute  
(Civil Service Commission)

National War College  
(Ft. McNair, Washington, D. C.)

Naval War College  
(Newport, Rhode Island)

Program for Management Development  
(Harvard University)

Science Conferences  
(The Brookings Institution)

Senior Seminar in Foreign Policy  
(Foreign Service Institute)

Summer Institute for Federal Executives  
(University of Wisconsin)

Systems Analysis Program  
(Bureau of the Budget and the National Institute of Public Affairs)

Full-time (year) Academic Training at a University

SUMMER SESSION SCHEDULES OF  
WASHINGTON-AREA UNIVERSITIES

Note to Training Officers: Requests for Agency sponsorship of employees in courses at the following universities must be in ETB as follows:

U. S. D. A. Graduate School -- 16 May

Others -- 31 May

AMERICAN UNIVERSITY

17 Jun: Registration for First Session, all former students.

18 Jun: Registration for First Session, general.

20 Jun - 22 Jul: Classes, First Five-week Session

20 Jun - 12 Aug: Classes, Eight-week Session

20 Jun - 26 Aug: Classes, Ten-week Session

22 Jul: Registration for Second Five-week Session

25 Jul - 26 Aug: Classes, Second Five-week Session

CATHOLIC UNIVERSITY

27 - 29 Jun : Registration

30 Jun - 11 Aug: Classes

D. C. TEACHERS COLLEGE

20 Jun : Registration

21 Jun - 5 Aug: Classes

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

31 May - 4 Jun: Registration

6 Jun - 12 Aug: Classes

DUNBARTON COLLEGE

18 Jun: Registration  
18 Jun - 23 Jul: Classes, First Session  
23 Jul: Registration, Second Session  
23 Jul - 26 Aug: Classes, Second Session

GALLAUDET COLLEGE

27 Jun: Registration  
27 Jun - 19 Aug: Classes

GEORGE WASHINGTON UNIVERSITY

13 Jun: Registration, First Session  
14 Jun - 20 Jul: Classes, First Session  
21 Jul: Registration, Second Session  
22 Jul - 26 Aug: Classes, Second Session

Law School

6 Jun: Registration for all sessions  
7 Jun - 20 Jul: Classes, First Five-week Session  
7 Jun - 3 Sep: Classes, 13-week Session  
21 Jul: Registration, Second Five-week Session  
22 Jul - 3 Sep: Classes, Second Session

School of Education

13 Jun: Registration, First Three-week Workshop  
14 Jun - 1 Jul: Classes, First Three-week Workshop  
5 Jul: Registration, Second Three-week Workshop  
5 Jul - 22 Jul: Classes, Second Three-week Workshop  
5 Jul: Registration, Six-week Session  
5 Jul - 12 Aug: Classes, Six-week Session  
25 Jul: Registration, Third Three-week Workshop  
25 Jul - 12 Aug: Classes, Third Three-week Workshop

GEORGETOWN UNIVERSITY

8 Jun : Applications for First Session due from all non-Georgetown students.  
14 Jun: Registration, First Session  
15 Jun - 12 Jul: Classes, First Session  
18 Jul: Applications for Second Session due from new students.  
25 Jul: Registration, Second Session  
26 Jul - 1 Sep : Classes, Second Session

HOWARD UNIVERSITY

19 Jun: Registration  
20 Jun - 31 Jul : Classes, Six-week Session  
20 Jun - 28 Aug: Classes, Ten-week Session

MONTGOMERY JUNIOR COLLEGE

16 - 17 Jun : Registration  
20 Jun - 11 Aug: Classes

PRINCE GEORGE'S COMMUNITY COLLEGE

17 Jun: Registration  
20 Jun - 29 Jul: Classes

UNIVERSITY OF MARYLAND

19 - 20 Jun : Registration  
21 Jun - 11 Aug: Classes

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

16 May - 9 Jun: Registration  
13 Jun - 1 Sep: Classes

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